

## ABERDEEN CITY COUNCIL

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COMMITTEE	<b>Council</b>
DATE	<b>18<sup>th</sup> December 2013</b>
DIRECTOR	<b>Chief Executive on behalf of the Corporate Management Team</b>
TITLE OF REPORT	<b>Sistema Scotland and Aberdeen</b>
REPORT NUMBER:	<b>OCE/13/043</b>

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### **1. PURPOSE OF REPORT**

The report advises on ongoing developments in respect of the above initiative. It proposes that the work underway on the business plan be set in the context of an “in principle” agreement to partner Sistema Scotland, a timeline for implementation and commitment to secure all the funding in order to ensure the long term viability of the programme.

### **2. RECOMMENDATION(S)**

1. The City Council agrees to enter into a long term partnership with Sistema Scotland;
2. The City Council will invest up to 75% of the funding of a “Big Noise” Centre in Torry for a minimum period of six years, in line with the overall budget outline herein;
3. The City Council will support Sistema Scotland to identify and secure the remaining 25% of the required funding from local and national sources;
4. The City Council and Sistema Scotland will work together to develop, deliver and manage the “Big Noise” centre in the Torry Associated School Group. Appropriate governance and operational arrangements, roles and responsibilities will be agreed;
5. The City Council will in terms of the framework agreed in 4. above, facilitate the development through appropriate staff support, use of property and spaces, and in giving access to pre-school and primary school pupils during the school day;
6. Sistema Scotland’s operation will be an integral aspect of the City Council’s regeneration work in Torry;

7. A Subsequent report be brought to Council, which will include the business plan, financial costings, asset and other implications; thereafter, reports be taken to the Education, Culture and Sport, Enterprise, Planning and Infrastructure, Housing and Environment, and Social Care and Wellbeing committees, to ensure that the introduction of a “Big Noise” Centre in the city, its principles and experiences can be integrated in other aspects of the City Council’s work;
8. A financial contribution is included within the Council’s General Fund budget for 2014/15 as reported to the Finance, Policy and Resources Committee on 5 December 2013

### 3. FINANCIAL IMPLICATIONS

3.1 The programme focuses on investing early in an individual’s life, as the most cost-effective way of positively influencing their life choices, rather than responding to problems when they present themselves. Investing in the Torry community, as a regeneration area, will compliment the investment in its housing, infrastructure and public realm.

3.3 In the current financial year, up to £50,000 has been available to support the development of the proposed financial and funding model, including work with Sistema Scotland. Funding not spent will be carried forward as part of the set-up costs below.

3.4 The full costs of implementing *Big Noise* are estimated to be as follows, on full financial year costs, based on the initial project in Stirling. The more recent costs for the programme in Glasgow may assist in assessing more detailed costs. Based on the full cost estimates, the City Council’s maximum direct Revenue costs are included in the right-hand column:

Year	Total cost estimated	City Council (75%)
2014/15 set up	£150,000	£112,500
2015/16 year one	£400,000	£300,000
2016/17 year two	£500,000	£375,000
2017/18 year three	£625,000	£468,750
2018/19 year four	£665,000	£498,750
2019/20 year five	£670,000	£502,500

3.5 In addition, there are a number of other costs for the Council to consider:

Suitable office accommodation and running costs,

Revenue and/or Capital investment to make venues suitable for use (for operation and storage accommodation primarily);

Inclusion of Sistema Scotland staff in suitable internal training and development opportunities;

Any other in-kind contributions, including commitment to officer time to manage and assist the initiative, both in the community and with Sistema Scotland.

#### **4. OTHER IMPLICATIONS**

4.1 These include commitment from the Council to ensure that the children, young people and wider community can be fully involved. Also, that there is senior officer time and commitment to support, facilitate and be advocates for the initiative; there will be need for a legal agreement to formalise the partnership, suitable designated property as above, including storage, group and individual teaching spaces, performance spaces to suit, and a appropriately-resourced space to base Sistema staff. It may be appropriate to include the long term future of the Torry Academy site within the context of this initiative.

4.2 While this report relates to an initiative which is primarily about regeneration, it is recognised that the vehicle in achieving it is music; there is currently existing instrumental music tuition provided in the Torry Associated School Group and work will be undertaken with the Instrumental Music Service Co-ordinator to ensure that the delivery within Torry is as integrated or complementary as best assessed. In addition, consideration is also required of the current range of musical opportunities, implications for musical tuition in other schools in the city and related matters, which may benefit from a separate report to Council. The report would also set in context the wider cultural aspirations of the city, in particular of music, within the Cultural Strategy review which will begin next calendar year, 2014.

4.3 Decisions around property will be prioritised based on an option appraisal in line with approved corporate procedures. Any occupation of a building will have to be managed through the appropriate legal means (lease or license to occupy) to ensure there is clarity around the respective responsibilities of Sistema Scotland and the Council.

## **5. BACKGROUND/MAIN ISSUES**

5.1 The meeting of the Education, Culture and Sport Committee on the 28<sup>th</sup> March 2013 instructed officers to:

- a) Develop the operational model and wider business plan with Sistema, and potential funding partners;
- (b) Progress the development of “Big Noise Torry” with the local community;
- (c) Report back to committee in due course.

It also referred the report to the Finance and Resources Committee of 25 April 2013 to consider the funding requested to progress the financial and funding model.

5.2 Since that meeting, Sistema Scotland officers have visited the community on Torry, hearing about its story from community representatives, local elected members, and Council staff working there, including teachers, social care and community colleagues. In addition, they have met representatives of the Community Council and other community organisations. There is a strong degree of interest in Torry and a wish to see the initiative introduced and established.

5.3 Meetings have been held with Aberdeen and Grampian Chamber of Commerce, prospective business funders and others to ascertain the potential level of financial and in-kind support for the initiative. Discussions have also taken place with staff providing music tuition in the city and other colleagues.

5.4 A visit took place to Raploch and another to Govanhill and Raploch by Council officers and other visits will be arranged in the spring. Visits by community representatives have also to be planned.

5.5. An opportunity was offered to bring a string quartet to Aberdeen, whose members are graduates of the El Sistema programme in Venezuela. The Libertadores String Quartet performed in the Cowdray Hall on Monday, 4th November and the Lord Provost kindly hosted a Civic Reception prior to the concert.



5.6 The quartet were well received by the audience of 165 and played a varied programme. A number of comments were received from those invited to attend, including:

*Thank you also to you and The Lord Provost – we enjoyed the concert enormously. I very much look forward to hearing more about the project as it moves forward*

*I'm delighted to hear that something so positive is arising out of the successful Libertadores event.*

*Could you pass on my thanks to the Council for my invitation to last night's event. The concert was excellent and the news that El Sistema may be coming to Aberdeen was inspiring. I look forward to hearing more about this initiative.*

*As I have supported this initiative for a number of years I was delighted with the concert and the concerts put on the following day in Torry. I was at the Tullos one and the enthusiasm of the children and teachers was striking.*

5.7 During the morning prior to the concert, the Quartet gave a master class to students at the Music School at Dyce, as well as the City's String Ensemble. The following day the quartet played concerts at both Walker Road and Tullos Primary Schools, at which all pupils at both schools attended and appeared to enjoy.



5.8 Subsequent to the visit by the Quartet and the interest which has been engendered, other approaches have been made to potential funding partners. These will be progressed in the beginning of 2014.

5.9 The awareness locally about Sistema and the potential that a “Big Noise“ Centre offers, resulting from the concert and the Quartet being here, has resulted in the pace of the development being accelerated. Sistema Scotland will review the appended proposal for its third centre, already well-thought-out, in the light of both the discussions here and also its experiences of operating in Govanhill.

5.10 The Timescale for Development refers to the latter part of 2013 and what would be required to be achieved:

#### **Aug – Dec 2013**

- **Initial Partnership Agreement Discussed and Agreed** – *this is generally agreed and a final exchange of letters is required to conclude*
- **Identification of Community** – *Torry*
- **Research regarding community and more detailed budget outlined** – *in hand and ongoing*
- **Establish Strategic Liaison Group** – *City Council project board in place, with invitation to Sistema Scotland to attend. This would be re-cast in spring 2014 as the initiative moves more into an implementation phase.*
- **Outline Funding Structure and financial mechanisms** – *as proposed within this report and subsequent reports*
- **Outline Timescale for Development** – *to be finalised once agreement is in place*
- **Research possible funding sources** *in hand and ongoing*

5.11 The Timescale for Development scopes out the required work to achieve a successful opening in 2015, as included in the appendix. Subject to agreement by both the Board of Trustees of Sistema Scotland and the City Council, it would be intended that a *Big Noise*

Team Leader and *Big Noise* Operations manager would be recruited from June next year, to be based within Torry. An options appraisal will be undertaken to determine the most appropriate space(s) to deliver the initiative, which will include this base, mindful of any additional financial implications, as above.

5.12 It is important to highlight that that *Big Noise* musicians coming to the city will be invited to participate in other musical instruction and performance, which will both contribute to the wider learning and cultural life of Aberdeen. It is hoped that this invitation will mutually sustain Sistema and encourage musicians of the highest quality to be based here. The Council also operates the City Music School, based at Dyce Academy, as well as the Instrumental Music Service; consideration will be given with Sistema as to how the tutors involved in both the School and Music Service might be able to be involved. It is also hoped that the University of Aberdeen's Music Department will be involved and an initial informal discussion has taken place.

5.13 As referred to in the "Other Implications" above, although this initiative is clearly about regeneration, its harnessing music as the vehicle will also contribute to the city's cultural aspirations, to retaining talent locally and offering pathways for individual students and the wider community. If, as elsewhere, Sistema Scotland brings a partner orchestra of the standing of the BBC Scottish Symphony Orchestra, with which it works in both Stirling and Glasgow, then officers would recommend that the Council looks to facilitate the opportunity and maximise the potential for performance, tuition and composition.

5.14 The Financial Implications above explain the expected scale of investment being recommended, as well as pointing to some as yet unknown commitments. These will be reported to a subsequent meeting of the appropriate committee of the Council. It is recognised that while Sistema Scotland is prepared to commit to securing ongoing funding of 25% for the "Big Noise" Centre in Torry, that by working in partnership with the City Council, additional investment may be achieved. If so, then it would be appropriate that the Council considers it offsets some of its commitment against additional funding.

5.15 The City Council's funding contribution will increase year-on-year for the first five years at agreed levels. It is proposed that before the end of the fifth year of operation, the City Council will review the programme and consider the level of its future financial commitment. It is intended that we learn from the experience in both Stirling and Glasgow, including the respective Councils and build in to future planning in due course.

## 6. IMPACT

### 6.1 Corporate - This report relates to 'Aberdeen – the Smarter City'

- We will work with our partners to seek to reduce the levels of inequality in the city. We will challenge inequalities wherever they exist and bring our communities closer together.
- We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.
- We will provide a high quality education service within our schools and communities which will improve attainment and life chances of our children and young people to achieve their full potential in education, employment or training.
- We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities.
- Working with our third, public and private sector partners, we will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century.
- We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city economy.
- We aspire to be recognised as a City of Culture, a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond.
- We will embrace the distinctive pride the people of Aberdeen take in their city and work with them to enhance the sense of well-being here, building strong communities which look out for, and look after one another.
- We aim to leave a legacy which will make compelling reading in a new chapter in the history of Aberdeen and we aim to do this with one voice.

6.2 Single Outcome Agreement – It also relates to the Single Outcome Agreement and in particular, Outcome 3, “We are better educated, more skilled and more successful, renowned for our research and innovation” and Outcome 13, ‘We will take pride in a strong, fair and inclusive national identity’.

Though is primarily a regeneration initiative, there will be benefits to the city culturally; there is an evidence base for culture as a driver for regeneration, inclusion, community cohesion and civic pride, transformation, social and economic benefit. Aspiring to be a city of culture provides an opportunity to drive change in the cultural sector in an incremental and strategic way and to raise the city’s aspirations for quality cultural activity. Establishing culture as a multi-lateral priority provides the opportunity to evidence the role that culture can play on



delivering on a wide range of objectives, and to ensure that culture is embedded across a range of community planning priorities

We will ensure that current and future investment in arts and culture is maximised for the benefit of the residents of the city. Through a cultural action plan we will:

- Increase participation and develop pathways in expressive arts
- Build cultural capacity in the cultural sector: develop volunteering opportunities: develop the cultural infrastructure of Aberdeen
- Develop placemaking, by developing our existing productions and festivals and a new programme to ensure a step change in culture

Progress will also be reported to the CPA Management Group under the 'Regeneration Board Work Programme' within Community Planning Aberdeen.

6.3 In terms of the city's Learning Strategy, the initiative will support the experiences and outcomes of the Curriculum for Excellence and contributing to the outcomes of the city's Anti-poverty strategy. It will also be a key deliverer in Torry of the Education, Culture and Sport Service's priority areas for the next two years, which include:

- "Accelerate progress to improve learning outcomes for specific underperforming groups", which includes a wide-ranging approach to support the needs of all children;
- "Improved Health and Wellbeing outcomes", which will include supporting more people being more active more often and improved mental health and resilience;
- Improve and increase positive and sustained destinations for 14 – 25 year olds; and
- Extend quality cultural opportunities.

There is likely to be public interest in this report, as previous reports and reports elsewhere on Sistema have engendered support and discussion.

An Equality and Human Rights Impact Assessment (EHRIA) has been prepared.

## **7. MANAGEMENT OF RISK**

A Risk Analysis has been carried out, which includes the long term financial commitment, the benefits which will accrue to the community and the cultural life of the city.

## **8. BACKGROUND PAPERS**

Report to the Education, Culture and Sport Committee, 28<sup>th</sup> March 2013, Sistema Scotland and Aberdeen.

Report to the Education, Culture and Sport Committee, 2<sup>nd</sup> June 2011, "Big Noise": Sistema Scotland, ECS/11/034.

Report to the Education, Culture and Sport Committee, 8<sup>th</sup> October, 2009, Strategic Music Partnership and potential links with Sistema Scotland, ECS/09/31.

Aberdeen City Council, Early Years Framework Implementation Plan, June 2010.

The Scottish Government, The evaluation of the process and outcomes achieved to date by Big Noise Children's Orchestra in the Raploch Estate in Stirling, 2011.

The Scottish Government, The Financial Impact of Early Years Interventions in Scotland, 2010.

## **9. REPORT AUTHOR DETAILS**

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# SISTEMA SCOTLAND

*Transforming Lives with Music*



## Development of Big Noise Centre 3

Sistema Scotland is currently developing its second Big Noise centre in Scotland, and is in discussions with several local authorities to explore where the third centre could be located.

Sistema Scotland is committed to:

- bringing Big Noise programmes to more communities in Scotland
- ensuring the programmes are of the highest quality.
- ensuring that once we commit to a community we are there for the long-haul.
- Prioritising areas of particular social deprivation

Therefore Sistema Scotland is planning a considered, steady expansion in Scotland, ensuring the Big Noise programmes we deliver bring maximum benefits to the communities in most need.

This document is intended to set out the key elements we feel are essential to be understood and in development to allow us to agree the locations and partnerships and the effective delivery of future Big Noise programmes.

### **Partnership Working**

The development of a Big Noise centre requires exemplary partnership working between Sistema Scotland and the Local Authority / organisations working in the community.

The following suggestions are based on experience of developing the programme in Stirling and Glasgow.

### **Partnership Working – Agreeing Areas of Responsibility:**

#### **Specific Responsibilities and Agreements: Local Authority**

It is recommended that the local authority will be responsible for the following:

Providing access to the children within curriculum time as outlined in the programme model.

Providing space for the delivery of the work with the children and community members for the programmes immediate and projected long-term needs.

Allowing Sistema Scotland to design and implement the model and to challenge existing local authority structures and procedures where necessary (if it is believed to be in the best interests of the children and community).

Strategic Support at Chief Executive and Senior Management Level within the Local Authority (including advocacy and championing the programme within the authority).

Identifying personnel with lead and delegated responsibility for the programme at middle management and local level.

Provision of adequate office space for the initial and projected future Big Noise team.

Refurbishment of office space (if required) to specifications provided by Sistema Scotland.

Provision of adequate storage space for the programme's immediate and projected long-term needs (musical instruments, music, stands...)

Provide access to internal Local Authority training opportunities for the Big Noise centre staff team

Agree to financial responsibility for the programme (exact amounts and percentages to be agreed with Sistema Scotland in advance).

Pay Sistema Scotland directly the agreed funding contribution to the programme on the dates agreed.

### **Specific Responsibilities and Agreements: Sistema Scotland**

It is recommended that Sistema Scotland will be responsible for the management of the Big Noise Centre and the delivery of the programme. This will include lead responsibility for:

Recruitment and employment of the Big Noise centre staff, ensuring all staff are appropriately skilled and trained for the roles.

Designing the programme model – curriculum, timetable etc.

Holding and overseeing the centre budget and finances.

Delivery of all Big Noise activities; core programme, holiday programmes, support for children and families.

Implementing a robust evaluation framework for the Big Noise centre.

An ongoing commitment to secure 25% funding for the Big Noise Centre.

### **Shared Responsibilities (Sistema Scotland and Local Authority):**

To identify and agree an appropriate community within the local authority for the Big Noise centre to be located, to give the model the best opportunity for success and ensure it is placed where there is most need.

Agree a working structure for discussing and actioning strategic, developmental and operational needs of the programme.

Agree short, medium and long-term expected outcomes, and review periods.

Agree a shared communications and PR protocol for the programme.

Agree the open sharing of information, access to internal and external networks and information for the benefit of the programme.

Agree a protocol for local communication to local partners, community members, children etc

Be committed to securing the programme's long-term survival allowing for the full generational model to be implemented.

Commission any external evaluation or research

### **Financial Planning**

It is crucial to Sistema Scotland that partners enter into the partnership in full agreement that the programme is designed for long term, generational change; there is therefore a moral commitment to the community and to Sistema Scotland to ensure the financial sustainability of the programme.

Therefore in advance of agreeing any delivery within the community there must be:

- An agreed funding model proposed (agreed between Sistema Scotland and the proposed partners)
- Identified sources of funding
- An agreed fundraising protocol including clarifying responsibilities for who undertakes fundraising activities, from whom, and how approaches are made

### **Management Structure**

#### **Sistema Scotland and Big Noise Centre**

Sistema Scotland is a registered charity, overseen by a Board and Directors and Managed by the following Core and Centre teams:

#### **Sistema Scotland Board**

Chairman: Richard Holloway

Board Members: Maggie Cunningham, Donald Lamont, Peter Stevenson, Irene Tweedie, Nicola Benedetti, Fergus McWilliam, Kathryn Jourdan, Paul Jourdan

#### **Sistema Scotland Core Team:**

CEO: Nicola Killean

Director of Music: Francis Cummings

The Sistema Core team also consists of HR, Finance, Marketing and Communications and Fundraising managers and two supporting officers.

The Sistema Scotland Core Team sets the strategy and has overall management responsibility for the Big Noise Centres.

Each **Big Noise Centre** has its own distinct team.  
The following structure is currently recommended::

Big Noise Team Leader  
Big Noise Operations Manager  
Big Noise Administrator  
Big Noise Musicians (number based on the population of the community)  
Behaviour Support Workers (number based on children and needs)

In addition the programme is supported by a team of volunteers, from within and outwith the community (the volunteer programme is developed during the course of the programme – it was introduced in Year 2 Raploch, Year 1 Govanhill).

### **Local Authority and Sistema Scotland – Big Noise Centre**

The following is suggested as an internal management and communication structure, which is based on what is working well (and lessons learned!) within the Stirling programme

**LA and Sistema Scotland Strategic Liaison Group** – Involving Chair and Director SS, CEO and Senior managers for LA

**Local Liaison Group** – To discuss and action operational issues (including headteachers, representatives from social work, Big Noise Team Leader)

**Key Local Authority Officer(s) – sit on both the strategic and local groups to ensure progress**

Please Note: This is the recommended structure for the communication and management of the programme once in place. We would anticipate a much more detailed consultation and meeting process for the initial 6-9 months of the programme, involving all local partners and community members. We anticipate this being led by the Big Noise Team Leader and Operations Manager – being supported by some key local authority representatives, the Sistema Scotland Director, and the Coms and PR Officer. This work would enable the model to be refined to fit the community and is the model being currently followed in Govanhill.

### **Big Noise Centre 3 – Suggested Timescale for Development**

#### **Aug – Dec 2013**

Initial Partnership Agreement Discussed and Agreed  
Identification of Community  
Research regarding community and more detailed budget outlined  
Establish Strategic Liaison Group  
Outline Funding Structure and financial mechanisms  
Outline Timescale for Development

Research possible funding sources

**Jan – April 2014**

Agree Partnership Plan and commitment from LA (to allow for further progression)

Agree initial LA funding input

Identify additional funding sources and appropriate approaches

Begin more detailed work with local stakeholders

Agree initial PR outline and timescale for announcements

**April – June 2014**

Begin approaches to funders

Series of presentations and discussions for LA employees (delivered by SS in partnership with lead LA reps)

Identify community office space and begin refurb

**June – September 2014**

Recruitment for Big Noise Team Leader and Operations Manager

**Sep – Dec 2014**

Big Noise Team Leader and Operations Manager in post and begin detailed work within the community

Identify key delivery days for programme and spaces to work with the children outlined

Local liaison group to begin refining model and planning community engagement programme

**November 2014**

Open recruitment for Big Noise musicians

**Jan 2015**

Full team appointed

**Feb / Mar 2015**

Big Noise team begin

Undertake Induction programme

Begin delivery of community engagement programme (in schools and communities)

**June 2015**

Official launch concert in community

**July 2015**

Officially open as Summer school

**August 2015**

Rest of Big Noise core programme begins